Air Force and Components Functional Concept of Operations

Joint Requirements and Integration Office (JR&IO)

January 16, 2004

(Version 1.1)

PCN: D00004

Table of Contents

Appendix

Air Force and Components Functional CONOPS V1.1

1. INTRODUCTION

The types of operations performed by the Department of Defense (DoD) have resulted in a high demand for access to integrated information across all Services and Components. These demands are particularly significant in the areas of military personnel and pay, hereafter referred to as Military Human Resources Management (HRM). Joint missions, restructured and increased Reserve Component participation, and high public visibility require immediate access and interoperability of information to support the Services Military HRM.

The purpose of this Air Force and Components Functional Concept of Operations (CONOPS) is to provide a common understanding of the operational environment to fulfill the Military HRM needs of the DoD and the Air Force its Components in their future environments. It also describes the environment that will exist within Defense Integrated Military Human Resources System (DIMHRS) (Personnel and Pay). While this document only identifies high-level, key systems, a detailed listing of legacy systems that will be replaced by DIMHRS (Pers/Pay) can be found at Appendix H of the Operational Requirements Document (ORD) (Legacy Systems Identified for Replacement by DIMHRS (Pers/Pay)).

2. BACKGROUND

During and after the Persian Gulf War, many problems highlighted the shortcomings of the existing military personnel systems in providing timely and accurate data on deployment, mobilization, and theater assets. Because the Services have unique personnel systems, it was difficult for joint commanders to obtain information on the capabilities and locations of in-theater military personnel essential to assess operational capabilities.

Existing Service systems provide most of the capabilities required to support their respective personnel managers. However, there are numerous unique and shared systems and applications that are not consolidated into one DoD standard data capability. Currently, it is difficult for managers and analysts to confirm even the broadest characteristics of the members deployed or mobilized (Regular and Reserve Components) for the Services and Office of the Secretary of Defense (OSD). For members, pay and benefits are sometimes delayed or inaccurate, and personnel records are incomplete to the extent that appropriate Service credit is not always provided.

Military personnel and pay interface issues (e.g., unentitled pay and excessive recovery costs) were addressed by the DoD Senior Financial Management Oversight Council (SFMOC) in April 1994. The Council concluded that pay is a continuous concern, and personnel and pay interfaces lack sufficient internal controls as well as increased opportunity for errors (e.g., overpayments, delays in payment, and payments to fictitious persons).

To address some of these concerns, the Under Secretary of Defense (Personnel & Readiness) (USD (P&R)) established a Joint Working Group (JWG) in August 1995 to design a prototype personnel system based on selected functional processes. The prototype was intended to be a proof of concept to determine the feasibility of a single system to support the DoD and all Services. The scope of the JWG was later expanded to include analysis of all functional areas,

identification of the "best" business practices of the Services, and development of a standard, single, integrated personnel and pay system.

The Defense Science Board (DSB) established a Task Force on Military Personnel Information Management in February 1996 to advise the Secretary of Defense on the best strategy to support military personnel and pay functions. It concluded that the existing situation, in which the Services developed and maintained multiple Service-unique military personnel and pay systems, led to significant functional shortcomings (particularly in the joint arena) and excessive costs for system development and maintenance for the DoD.

The Task Force recommended aligning each of the Services' strategies and implementation plans for their own migration efforts with the DoD effort. It also recommended the use of a Commercial Off-The-Shelf (COTS) Human Resources product, if feasible, to facilitate standardization among the Services. The Joint Requirements and Integration Office (JR&IO) was established to coordinate the effort. The JR&IO was tasked to identify the functional requirements and participated in the evaluation and selection of a COTS product in April 2001 for the personnel and pay system.

3. OBJECTIVE

The goal is a single military human resources system with a single logical database for all Components. The system will allow integrated personnel and pay processes at all echelons of command during peacetime and war. The following paragraphs outline the Air Force and its Components high-level concepts for migration to the COTS product.

4. AIR FORCE MIGRATION CONCEPT

The Air Force and its Components will migrate to the new system using a progressive approach of testing and fielding segments of the personnel and pay system for all components while maintaining the *necessary* legacy systems. This approach will be maintained until *all* identified legacy systems have been replaced.

Migration to the new environment must not adversely impact current capabilities. Currently, the Air Force Military Personnel Data System (MILPDS) and Personnel Concept III (PC-III) supports Regular Air Force, Air National Guard (ANG) and Air Force Reserve personnel functions. The Air Force MILPDS consolidates all military personnel functions into a single tier data system, employing applications that are readily available to the support staff, are easy to use, and will satisfy informational and output needs, today and in the future. It provides an interface and interoperability with other functional activities such as finance, transportation, the Defense Manpower Data Center (DMDC), and operational planning and execution systems.

PC-III is the unit/commander level system. It is a networked computer system that resides in each commander's support staff (CSS) in the Air Force. The system is menu-driven to allow convenient real-time access to personnel information on people assigned to the unit.

5. AIR FORCE INTEGRATION STRATEGY

In order to achieve Initial Operating Capability (IOC), a strategy must be created to provide incremental development and fielding of the system that will eventually replace identified legacy systems in Appendix H of the ORD.   As a minimum the releases must support the personnel and pay processes performed by the Air Force and its Components at the field and corporate levels, the Corporate-defined requirements of the integration of personnel and pay, the integration of the Regular and Reserve Components, and provide for operational visibility of military personnel. At Full Operating Capability (FOC), the commanders will receive the automation and communications support tools to achieve the combined capabilities of the Air Force and its Components legacy systems. As DIMHRS (Pers/Pay) evolves from IOC to FOC, the unit commander will receive priority support.

In the course of Air Force and its Components personnel and pay capability development, the general priorities in sequence are mobilization (and associated readiness issues), deployment, distribution, compensation, transition, development, and acquisition functions. The priority is required to retain the structure management command and control function to assure operational readiness. DIMHRS (Pers/Pay) fielding must simultaneously support significant Air Force and its Components events and Joint Vision 2020.

As a minimum the releases must support all identified personnel and pay processes performed by all Air Force and Air Force Components supported by the key legacy systems which include:

- Air Force Military Personnel Data System (MILPDS)
- Personnel Concept III (PC-III)

6. AIR FORCE "AS-IS" PERSONNEL AND PAY PROCESS

In the Regular Air Force, ANG, and Air Force Reserve, military personnel support is provided at four levels: unit level by the CSS, the installation or base level by the Military Personnel Flight (MPF), by personnel directorates in the Major Commands (MAJCOMs) and in the Headquarters organizations. At the CSS level, personnel maintain personnel data via PC-III. At the MPF level, personnel maintain personnel data through PC-III and MILPDS. PC-III is linked to MILPDS via a two-way interface and provides worldwide-decentralized access to the centralized MILPDS at the Air Force Personnel Center. At the MAJCOM and Headquarters levels, personnel data is maintained through MILPDS. MILPDS and PC-III provide global, total force (i.e., Regular, Reserve, and Guard) support at more than 200 installations.

Currently, pay support for the Regular Air Force is provided through a base level Financial Service Office (FSO). Input is developed at the installation level FSO and MPF, and provided to Defense Finance and Accounting Service (DFAS) for processing Defense Joint Military Pay System - Active Component (DJMS-AC) by DFAS systems (Joint Uniformed Military Pay System (JUMPS), JUMPS Data Collection III (JDC- III), and the Trainee Initial Pay System (TIPS)) and MILPDS. Connectivity between the two functional communities is provided at the field and corporate system levels.

Pay support for ANG members is provided through the base level Financial Management Office (FMO) at each of the 90 ANG locations, the Basic Military Training Center (BMTC) at Lackland

Air Force and Components Functional CONOPS V1.1

AFB, TX and DFAS-Denver. Transactions are developed from the ANG-owned Integrated Military Personnel System (IMPS), MILPDS, the DFAS input systems JDC-III, Defense MilPay Office (DMO), and the Basic Military Trainee (BMT) system.

Pay support for Air Force Reserve members is provided through the base level Reserve Pay Office (RPO) at each of the 42 Reserve Unit locations. Transactions are developed from the Air Force Reserve Data Collection System (AFRCDCS). The RPOs use the AF Reserve-owned input system, AFRCDCS, to develop transactions for Reserve members in Defense Joint Military Pay System - Reserve Component (DJMS-RC). The input developed from AFRCDCS is sent via a File Transfer Protocol (FTP) process to Headquarters, Air Force Reserve Command (HQ AFRC) for consolidation and then transferred to by FTP to DFAS-Mechanicsburg.

Air Force Logistics and Officer Training Command provides pay support for Air Force Reserve Officer Training Corps (ROTC) cadets via the Air Force Cadet Automated Personnel System (AFCAPS). AFCAPS input is sent to DFAS for processing in DJMS-RC. Support for Air Force health professions training programs is provided at the Air Force Institute of Technology.

7. "TO-BE" PERSONNEL AND PAY PROCESS

The Air Force and its Components require integrated system capabilities that will allow members to access their official files from any location, allow commanders to access members' information from any location, and allow human resources managers to see accurate personnel/pay information anytime, anywhere. An integrated personnel/pay database that includes all Components provides commanders and staff officers at all levels a single view of military personnel readiness, and meets requirements for customized personnel information.

The "To-Be" environment will be one in which an integrated personnel/pay system will operate in a common operating environment using common data defined by common business practices where practical. The system will provide personnel and pay support throughout the life-cycle of a Service member's career across the full operational spectrum -- peacetime and war, through mobilization and demobilization, deployment and redeployment, in theaters of operation and at home bases, capturing and maintaining accurate and timely data. In order to provide this support, it will necessarily collect information on every aspect of the Service member's career. It will retain and maintain that information in a single, comprehensive record available to the Service member through self-service capabilities. As specified by the DoD and Services, information will be available to the Service personnel chiefs, commanders, military personnel and pay managers, and authorized users in OSD. The system will ensure only authorized users gain database access, and protect highly sensitive personnel information (e.g., support applications such as casualty reporting, evaluations, promotions, and separation issues).

The single-source integrated system will enhance mission support to the war fighter and Service Departments by eliminating redundant entry of information, eliminating or reducing data collection burdens, solving operational problems, conserving resources, improving delivery of services, and enhancing readiness. The highest priority should be to provide timely, accurate, and easily understood functional information for the Service members, commanders in the field, and Service headquarters. The system will be a knowledge-based system that incorporates

policy rules to ensure the user is not required to make policy determinations. A key capability will be all-Service information on individuals for joint and multi-service units. The commanders of these units will have the ability to access personnel information through cross-Service support on all members assigned to their units regardless of Service. The system will be robust and meet the changing operational concepts and requirements to the individual (vice unit) level for mobilization, activation, contingency operations, assignment actions, etc.

The Military Services "To-Be" structure will be refined and solidified as the DIMHRS personnel/pay capability and architecture is defined and developed. A determination or approximation of the operational environment and additional skills or expertise that will be required for operators of a knowledge-based human resource community will evolve as the capabilities of the COTS product are defined.

Paramount in this effort is replacing and/or integrating existing Military Service legacy systems and migrating current data to a central database. The effort should make maximum use of Web-enabled applications, and push as much access to personnel actions down to unit/member level as possible using modern technology and capabilities of the COTS product.

8. CONCLUSION

The personnel and pay capability must respond in real, or near real time. It is required that mobilization, deployment, and distribution processes that interface with other systems or command echelons above or below the originating unit for personnel support quickly provide status or decision information. This support is required to be accomplished within one workday (or the Executive Steering Committee (ESC) agreed to standard, whichever is lower). Given the available technology, the interface of information should be accomplished within two hours or less. It is also required that compensation, transition, development, and acquisition processes respond within 48 hours; however, the desired timeframe is twenty-four hours or less. The organic Service structure management command and control function has communications and interoperability priority.

Further, a determination of what additional skills and expertise that are required for operators of a knowledge-based personnel/pay system must be made after the capabilities of the COTS product are fully known.

APPENDIX A

ACRONYMS

Air Force and Components Functional CONOPS V1.1

DOD ACRONYMS

CONOPS	Concept of Operations
COTS	Commercial Off-The-Shelf
DFAS	Defense Finance and Accounting Service
DIMHRS (Pers/Pay)	Defense Integrated Military Human Resources Systems (Personnel and Pay)
DJMS-AC	Defense Joint Military Pay System - Active Component
DJMS-RC	Defense Joint Military Pay System - Reserve Component
DMDC	Defense Manpower Data Center
DMO	Defense MilPay Office
DoD	Department of Defense
DSB	Defense Science Board
ESC	Executive Steering Committee
FOC	Full Operating Capability
HRM	Human Resources Management
IOC	Initial Operating Capability
JR&IO	Joint Requirements and Integration Office
JUMPS	Joint Uniformed Military Pay System
JWG	Joint Working Group
ORD	Operational Requirements Document
OSD	Office of the Secretary of Defense
ROTC	Reserve Officer Training Corps
SFMOC	Senior Financial Management Oversight Council
USD (P&R)	Under Secretary of Defense (Personnel & Readiness)

AIR FORCE ACRONYMS

AFCAPS	Air Force Cadet Automated Personnel System
AFRCDCS	Air Force Reserve Data Collection System
ANG	Air National Guard
BMT	Basic Military Trainee
BMTC	Base Military Training Center
CSS	Commander's Support Staff
FMO	Financial Management Office
FSO	Financial Service Office
FTP	File Transfer Protocol
HQ AFRC	Headquarters, Air Force Reserve Command
IMPS	Integrated Military Personnel System
JDC-III	JUMPS Data Collection III
MAJCOMS	Major Commands
MILPDS	Air Force Military PDS Modernization Project
MPF	Military Personnel Flight
PC-III	Personnel Concept III
RPO	Reserve Pay Office
TIPS	Trainee Initial Pay System (TIPS)